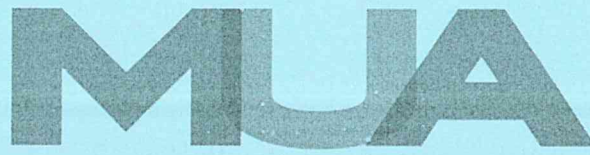


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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

HRM 324: ORGANIZATIONAL PSYCHOLOGY

DATE: 20TH JULY 2017

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and that answer the questions follow:

CONSIDER THE PLIGHT OF ERIC

Eric is a new manager of product information for a national firm which wholesales electrical components. He's proud because he was assigned a 'tough' office right out of management training. He's challenged because he can see as clearly as everyone else in the office that the work is not getting done on time – and that mistakes are far above the 2 per cent target. And he's scared because he finds himself utterly incapable of figuring out what he ought to do to make things better.

Eric's first day

The office is a new, one-storey building in a wooded suburban location – complete with carpeting on the floor and Muzak in the walls. There are 35 female employees, ranging from recent high school graduates in their first job to experienced middle-aged housewives. Their job is to provide salesmen in the field with current information about price, availability and delivery times of an exceptionally large inventory of electrical equipment and supplies. Eric spent his first day on the job – some three months ago now – just watching and listening. While in management training, he had thought a lot about how he would handle that first day. He knew that everyone in the office would be as eager to find out what he was like as he was to learn about them and their jobs. And he wanted to make a good impression. But Eric finally decided not to give a false impression. The fact was that he knew virtually nothing about the people he would be managing, or the kind of work they did. So why, he asked himself, act otherwise? Besides, if the people saw that he was genuinely interested in listening to them and learning from them, perhaps that would help establish good mutual rapport between him and his people. So he would just watch, and listen, and try to learn in his first few days on the job.

The first day was fun. Soon after arriving and being introduced to the four first-level supervisors, he asked to be 'plugged in' to one of the complicated-looking the first day was fun. Soon after arriving and being introduced to the four first-level supervisors, he

asked to be 'plugged in' to one of the complicated-looking operating consoles at which the and the information clerk would be connected to the salesman in the field – all taken care of by an out of- sight computer, which assigned calls sequentially to women received calls from the field. A green light would blink on the console, and the information clerk would be connected to the salesman in the field – all taken care of by an out of-sight computer, which assigned calls sequentially to the waiting clerks. The salesman would ask for information about the availability of a certain piece of equipment. The clerk would then look up the stock number of that item in a large catalogue at her side and punch the number into a keyboard on the console. Immediately, the computer would present full information about stocks and delivery times of that item on an electronic display panel on the console, and the clerk would relay the appropriate information to the salesman.

When the call ended, the green light would extinguish itself, and the clerk would then wait for the light to flash again, signaling the arrival of a new call. Eric was fascinated by both the efficiency of the operation and the pleasantness of the surroundings.

His biggest worry at that point was that everything was so efficiently designed that he, as manager, would not have anything to do with his time.

Beware first impressions

He soon learned how wrong he was. When, on his second day at the office, he began to attack a pile of paperwork on his desk, he found messages from nearly a dozen field salesmen, all wanting him to return their calls. Each of these salesmen, it turned out, had a significant complaint about the product Information service – and some were obviously quite angry. Eric managed to maintain a calm, responsive stance in relation to the complaining salesmen, but he also felt his stomach tightening as he heard what they had to say. By the day's end, he had made a list of three general problems which seemed both frequent enough and serious enough to warrant his immediate attention and action:

1 Salesmen often were unable to get through quickly to information clerks. Since salesmen's calls usually were made from customer offices, this meant that they were left

holding the telephone of a client for up to 10 or 15 minutes waiting for a clerk – while both the salesman and the customer became increasingly impatient.

2 Errors were excessive. Salesman after salesman reported that, on the basis of information provided by the clerks, they would promise delivery of materials on a specific date at a specific price – only to hear later from an irate customer that the materials had not been delivered, that the price was different from that quoted, or (all too often) both.

3 The clerks were often abrupt and unfriendly to the salesmen when they called. According to more than one salesman, the clerks acted as if they were being imposed upon, rather than providing the salesmen with help in carrying out the company's business.

Required:

- a) Analyze the issues of management and organizational behavior which are raised in this case study. (5 marks)
- b) Suggest solutions to the problems faced by Eric. (5 marks)
- c) Differentiate between personality and perception in the study of organizational psychology. (5 marks)
- d) Explain what is meant by organizational psychology. (5 marks)
- e) Assess critically the practical relevance of the study of psychology to human resource managers. (5 marks)

QUESTION TWO

- a) Critically examine the difference between national culture and organizational culture (5 marks)

b) Clearly demonstrate factors that make individual differences in an organization
(5 marks)

c) Explain the different types of personality in the study of human behaviors.
(5 marks)

QUESTION THREE

a) Explain five definitions of an organization (8 marks)

b) Describe why individuals have different perception at the work place.
(7 marks)

QUESTION FOUR

a) Explain performance management and appraisal in organization (8 marks)

b) The Attribution Theory in the study of human relations and behavior (7 marks)

QUESTION FIVE

a) Discuss how a human resource manager can reduce employee frustration and stress at work place :
(10 marks)

b) The Director of Human Resource Management in your organization has brought to your attention that you review the current motivation packages you have been using for employees in the organization. Required: explanation of why motivation theories are applicable in choosing the motivation packages in employee motivation for the organization
(5marks)

QUESTION SIX

a) Describe the three main factors that influence the level of job satisfaction among employees in an organization.
(6 marks)

b) Describe what you have observed as the major characteristics of an effective workgroup.
(9marks)

